

**DRI
EBOOK**



CULTURE IS KEY

**HOW TO BUILD AND MAINTAIN
A WINNING COMPANY CULTURE**

DRI

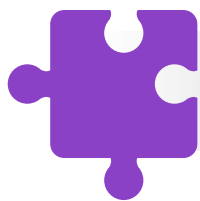


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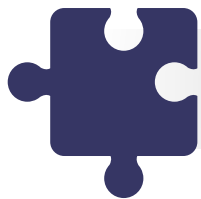


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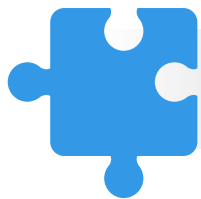
Introduction

Company culture is a key component to success for organizations across the world. In this insightful ebook, "**Culture is Key: How to Build and Maintain a Winning Company Culture**," we delve into the essential elements that contribute to a thriving organizational culture. Whether you're a seasoned executive, a hiring manager, or a candidate seeking a great new role, this guide will equip you with the knowledge and strategies to define, assess, and create a positive company culture. We explore the vital importance of fostering diversity and inclusivity within your organization and discuss effective ways to communicate and nurture your desired culture. Furthermore, we address the challenges of maintaining and building culture over time, ensuring its longevity and alignment with your evolving business goals. Get ready to embark on a transformative journey as we unlock the secrets to building a winning culture that propels your organization to extraordinary heights of success.

Culture isn't just one aspect of the game; it is the game. In the end, an organization is nothing more than the collective capacity of its people to create value.


Lou Gester






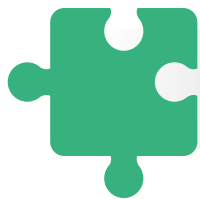
Defining Company Culture

Company culture is the shared values, beliefs, attitudes, behaviors, and practices that characterize an organization. It is the personality of the company and reflects the way people work together, communicate, and make decisions. Company culture is shaped by its mission, vision, and values, as well as by its leadership style, organizational structure, and work environment. Now, as a popular topic for years, studies show that employees still want more from their company's culture. In fact, a study from Adobe's Future of Time report shows that [78% of people](#) are looking for a more supportive work culture. This highlights the importance of employers and organizational leadership paying close attention to trends impacting the workplace, in addition to keeping a pulse on employee opinion surrounding company culture.



At Direct Recruiters, our employees are our strongest asset. The greatest indicator of success, for us, is creating a culture employees are proud to be a part of. A strong company culture influences teams to stay motivated and productive -- and they actually enjoy coming to work every day. This also leads to continued employee development and growth. All of these factors combined directly contribute to a company's overall success. - Kim Jaber, Partner and Director of Human Resources





Assessing Company Culture

A positive company culture promotes employee engagement, productivity, and job satisfaction, while a negative culture can lead to turnover, low morale, and poor performance. Companies with strong cultures often have a clear sense of purpose, a focus on innovation, and a commitment to employee well-being and growth. They also tend to have open communication, strong relationships between management and staff, and a shared sense of accountability and responsibility.

There are several ways to assess your company culture to ensure that you have a more positive and inclusive work environment where employees thrive.

1. **Employee Surveys:** Employee surveys can ask employees about their perception of the company culture, values, leadership, communication, and work environment. You can use a third-party survey tool to ensure anonymity and encourage honest feedback.
2. **Interviews:** Conducting interviews with employees can also provide valuable insights into the company culture. Ask questions about the work environment, communication, leadership, and overall satisfaction.
3. **Performance Metrics:** Performance metrics such as employee turnover, absenteeism, and engagement can also provide an indication of company culture. High turnover rates and low engagement levels may be signs of a negative culture.
4. **Social Media Monitoring:** Monitoring social media can also provide insights into the company culture. Look for employee reviews, comments, and complaints about the company culture.
5. **Focus Groups:** Focus groups can bring together a diverse range of employees to discuss their experiences and perceptions of the company culture.





Creating a Positive Company Culture

A company's culture can have a significant impact on its success, growth, and employee satisfaction. Therefore, it is crucial for companies to intentionally shape and maintain a positive culture that aligns with their goals and values. Let's discuss four essential factors that contribute to creating a positive company culture: leadership, core values, workplace policies, and employee feedback.

The Role of Leadership in Shaping Company Culture

Jim Harter, Chief Workplace Scientist for Gallup, says that there is a **70% difference in culture quality** between companies with inadequate and great team leads. Leaders set the tone for the company, and their values and behavior often trickle down to employees. Therefore, it is essential for leaders to model the behavior they want to see in their employees. If leaders prioritize honesty, transparency, respect, and collaboration, these values will be reflected in the company's culture. On the other hand, if leaders prioritize profit above all else, this can lead to a cut-throat culture that disregards employee well-being and ethical standards.

Leadership also shapes the company's mission and vision, which are essential components of a positive culture. When leaders have a clear mission and vision, employees can understand the purpose behind their work and feel a sense of pride and ownership in achieving the company's goals. Leaders should communicate the mission and vision to employees regularly and ensure that their actions align with these values.

Only 28% of executives understand their company's culture.


FlexJobs 2018 Annual Survey




Identifying and Promoting Core Values

Core values are the fundamental beliefs and principles that guide a company's culture and decision-making processes. Companies should identify values that align with their mission and vision, and then integrate these values into all aspects of the company, from hiring to performance evaluations.

Promoting core values involves creating opportunities for employees to practice and embody these values. For example, if one of the company's core values is collaboration, managers should encourage teamwork and provide opportunities for employees to work together on projects. Additionally, companies can recognize and reward employees who demonstrate the core values. For instance, an employee who goes above and beyond to help a colleague can receive recognition or a bonus.



At DRI, we created and implemented 4 Core Values; respectfully tenacious (passionately focused), team player that acts for the greater good, positively impacts others (accountable to clients, candidates & co-workers) and solutions oriented (results oriented, takes initiative, problem solver). These values have been the foundation for recruiting, acquiring, and retaining our internal talent teams. At the time, it seemed silly to hire based on how well candidates align with our values, but they have proved to be an instrumental tool in ensuring our employees all share the same “company-first” mindset. This mindset has contributed to our success. I think that this methodology is crucial to implementing a culture that people want to be a part of. -Dan, Charney, CEO



The Impact of Workplace Policies on Company Culture

Workplace policies also play a significant role in shaping a company's culture. Policies that promote work-life balance, diversity and inclusion, and employee well-being can contribute to a positive culture. On the other hand, policies that prioritize profit over employee well-being or that discriminate against certain groups can contribute to a negative culture.

Companies should regularly evaluate their policies and make changes to promote a positive culture. For example, companies can offer flexible work arrangements to accommodate employees' needs, provide training on diversity and inclusion, and offer mental health support. Additionally, policies should be communicated clearly and enforced consistently to ensure that employees understand the expectations and feel supported.



The Importance of Employee Feedback and Involvement

Employees are the most significant asset of a company, and their perspectives and ideas can provide valuable insights into the company's culture and operations. Companies should create opportunities for employees to provide feedback and suggestions, such as through surveys, focus groups, or suggestion boxes.

When employees feel that their voices are heard and that they have a say in the company's direction, they are more likely to feel invested in their work and committed to the company's success. According to Gallup-Workhuman study, having highly engaged employees can lead to a **202% increase in performance**. Companies can involve employees in decision-making processes by creating committees or task forces, soliciting ideas and suggestions, and providing training and development opportunities. Additionally, companies can involve employees in creating and promoting the company's core values. For example, companies can create a committee of employees from different departments to develop and communicate the company's values. This approach can lead to increased ownership and commitment to the values and a greater understanding of how they should be embodied in the workplace.

Creating a positive company culture is essential for a company's success, growth, and employee satisfaction. By intentionally shaping and maintaining a positive culture, companies can create a sense of belonging, motivation, and productivity that benefits both the company and its employees.

Only **one-third of US workers** receive weekly recognition for their work.

Companies that implement regular employee feedback experience **14.9% lower turnover rates**

69% of employees would work harder if they received more recognition

Statistics from Gallup



Building a Diverse & Inclusive Culture

Diversity, equity, and inclusion (DEI) have become buzzwords in the corporate world, and for a good reason. A diverse and inclusive company culture can create numerous benefits, from improved employee morale and retention to better decision-making and innovation. However, promoting DEI in the workplace goes beyond ticking boxes and quotas. It requires a deep understanding of what DEI means, why it matters, and how to implement strategies that truly promote it.



Understanding Diversity, Equity, and Inclusion (DEI)

Diversity refers to the differences between individuals, such as race, ethnicity, gender, sexual orientation, age, religion, and disability. A diverse workplace recognizes and values these differences, creating an environment where all employees feel valued and included.

Equity goes beyond diversity and aims to promote fairness and justice in the workplace. It involves identifying and addressing systemic barriers that prevent marginalized individuals from fully participating in the workplace. Equity ensures that all employees have equal opportunities to succeed and reach their full potential.

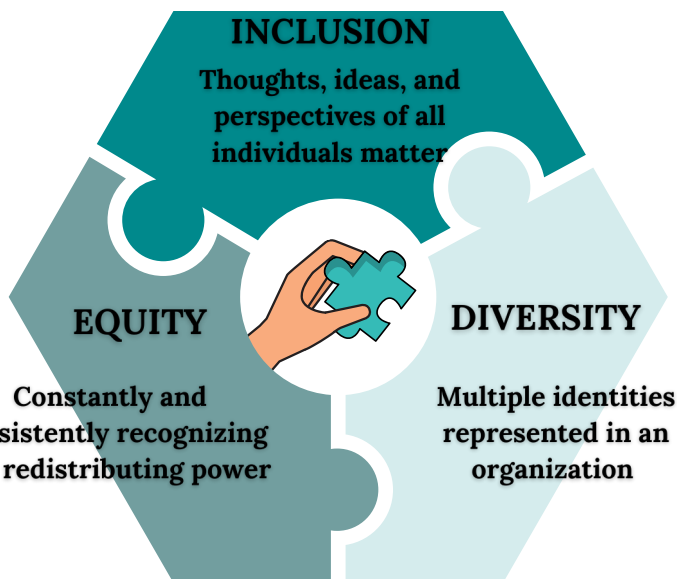
Inclusion refers to creating a sense of belonging and community in the workplace. An inclusive workplace fosters an environment where all employees feel welcomed, respected, and valued. It involves creating policies, practices, and culture that support the diversity and equity of all employees.





Why a Diverse and Inclusive Company Culture Matters

A diverse and inclusive company culture can create numerous benefits for both employees and the company. Firstly, it can improve employee morale and retention. When employees feel valued and included, they are more likely to be satisfied with their job and stay with the company. Secondly, a diverse and inclusive culture can lead to better decision-making and innovation. Finally, promoting DEI can improve the company's reputation and attract a wider range of customers and talent.



Strategies for Promoting DEI in the Workplace

Promoting DEI in the workplace requires a long-term, intentional effort. Here are some strategies that can help:

1. Educate Yourself and Your Employees

Before implementing any DEI strategy, it's essential to educate yourself and your employees on what DEI means and why it's important. This can involve training, workshops, and guest speakers. Education should go beyond surface-level understanding and delve into systemic barriers and intersectionality.

2. Create a Diverse Hiring Process

To promote diversity in the workplace, it's essential to have a diverse hiring process. This can involve creating job descriptions that use inclusive language, casting a wide net when recruiting, and using blind resumes to remove unconscious bias.

3. Foster an Inclusive Culture

Creating an inclusive culture involves creating policies and practices that support diversity and equity. This can involve creating flexible work arrangements, providing training on diversity and inclusion, and offering mental health support. Additionally, it involves creating a safe space where employees can speak up without fear of retaliation.

4. Hold Yourself and Your Employees Accountable

Promoting DEI requires accountability. This involves setting goals, tracking progress, and holding yourself and your employees accountable for creating a diverse and inclusive workplace. It also involves regularly reviewing policies and practices to ensure they align with DEI values.

**Companies that are inclusive have
a 1.7x greater chance of being
innovative and achieve 2.3x more
cash flow per employee.**

Josh Bersin







Communicating and Nurturing Culture

Build & Maintain a Strong Employer Brand

Building a strong employer brand is essential for attracting and retaining top talent. Here are some steps you can take to build a strong employer brand:

- 1. Define your unique employer value proposition (EVP):** Identify what sets your organization apart as an employer. Determine the key benefits, values, and opportunities you offer to employees. This could include factors such as a positive work culture, career development programs, work-life balance, competitive compensation, or a mission-driven environment.
- 2. Understand your target audience:** Identify the characteristics, values, and aspirations of the talent you want to attract. Consider factors such as skills, experience levels, cultural fit, and career goals. This will help you tailor your employer brand messaging.
- 3. Consistency in branding:** Ensure consistency in your branding across all channels, including your website, social media profiles, job postings, and internal communications. Use consistent messaging, visual identity, and tone of voice to create a cohesive and recognizable employer brand.
- 4. Employee testimonials and stories:** Encourage employees to share their positive experiences and stories about working in your organization. Employee testimonials can be showcased on your company channels and materials to provide authentic insights into your culture and work environment.
- 5. Enhance the candidate experience:** Provide a positive and engaging experience for candidates throughout the recruitment process. This includes clear and timely communication, personalized interactions, and a streamlined application process. A positive candidate experience reflects well on your employer brand.





75% of active job seekers are likely to apply to a job if the employer actively manages its employer brand.

Glassdoor

6. Employee development and recognition: Invest in employee development programs and opportunities for growth. Offer training, mentorship, and advancement possibilities to demonstrate your commitment to employee success. Recognize and reward outstanding performance to reinforce a positive employer brand.

7. Engage employees through internal communication: Develop effective internal communication channels to keep employees informed and engaged. Regularly share updates, news, and success stories that align with your employer brand. Encourage two-way communication, feedback, and employee participation to foster a sense of belonging and ownership.

8. Engage in corporate social responsibility (CSR): Participate in initiatives and causes that align with your organization's values. Engaging in CSR activities showcases your commitment to social and environmental responsibility, which can enhance your employer brand and attract candidates who share similar values.

9. Leverage social media and online platforms: Utilize social media platforms like LinkedIn, Facebook, Instagram, and Twitter to showcase your employer brand. Share company news, employee stories, and insights into your work culture. Engage with candidates and respond to their inquiries or comments to build a positive online presence.

10. Seek feedback and continuously improve: Regularly seek feedback from current and prospective employees to understand their perceptions of your employer brand. Use this feedback to make necessary adjustments and improvements. Actively address any concerns or issues raised to demonstrate your commitment to creating a positive work environment.

Remember, building a strong employer brand is an ongoing process. Continuously evaluate and refine your strategies to ensure they align with your organization's values, attract the right talent, and contribute to a positive employee experience



Communicating Your Company Culture

Communicating core values and policies effectively to employees is essential for creating a shared understanding and fostering a positive work culture. Below are steps to help you effectively communicate core values and policies to employees:

DEFINE YOUR CORE VALUES AND POLICIES:

Clearly articulate your organization's core values and policies. Break them down into concise statements that are easy to understand and remember.

DEVELOP COMMUNICATION STRATEGIES:

Create a comprehensive plan for communicating your core values and policies to employees using channels such as emails, company meetings, training sessions, intranet portals, and employee handbooks.

BE TRANSPARENT AND AUTHENTIC:

When information is shared openly, employees feel valued and respected, leading to a stronger sense of loyalty and commitment, in addition to collaboration, teamwork, innovation, accountability and responsibility.

LEAD BY EXAMPLE:

Employees look to their leaders for guidance, so it's crucial for the leadership team to embody core values and demonstrate behaviors and actions that set the right example.

PROVIDE TRAINING AND RESOURCES:

Conduct training sessions to educate employees about your core values and policies. Make sure employees have access to written materials, such as handbooks or online resources, that outline the core values and policies in detail.

FOSTER OPEN COMMUNICATION:

Create an environment where employees feel comfortable engaging in open dialogue, feedback, and questions. Implement regular check-ins, team meetings, or suggestion boxes to ensure employees can share their thoughts.

REINFORCE THROUGH REGULAR COMMUNICATION:

Consistently communicate and reinforce core values and policies through various channels like email, newsletters, or internal social media platforms. Recognize those who exemplify the values and policies in their work.

INTEGRATE INTO PERFORMANCE REVIEWS:

Align your performance management processes with core values and incorporate them into performance evaluations. Make it clear that adherence to the values is an essential component of employee success.

SEEK FEEDBACK AND MAKE ADJUSTMENTS:

Regularly seek feedback from employees through surveys, focus groups, or one-on-one discussions. Use the feedback to identify any areas that require clarification or improvement and make necessary adjustments.

Remember that effective communication is an ongoing process. Continually reinforce your core values and policies to ensure they remain embedded in the culture of your organization.





Building Culture Over Time

To build your company culture over time, focus on strategies such as fostering open communication and collaboration, providing opportunities for employee development and growth, recognizing and rewarding achievements, promoting work-life balance, encouraging diversity and inclusion, maintaining transparency and trust, regularly soliciting employee feedback, and aligning organizational practices and policies with the desired culture. Consistency, leadership commitment, and ongoing evaluation and refinement are essential for successfully cultivating a strong and positive company culture.

Through utilizing the contents of this Ebook, organizations can successfully assess, create and communicate a positive, diverse, and successful company culture.

“If you get the culture right, most of the other stuff will just take care of itself.”
Tony Hsieh

Since 1983, Direct Recruiters, Inc. has been recognized as the relationship-focused search firm that assists top-tier organizations with recruiting, acquiring, and retaining high impact talent for mission-critical positions. DRI is an award-winning organization and has been recognized both nationally and locally by Hunt Scanlon's Top 50 Recruiters, NorthCoast 99, Fastest Growing US Staffing Firms by Staffing Industry Analysts, Weatherhead 100, Plain Dealer's Top Workplaces, Inc Magazine's Best Workplaces, the Inc 5000 and America's Best Professional Recruiting Firms by Forbes.

